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Identification of Workplace Know-How Skills Expected by Employers in the Local Labor Market

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**IDENTIFICATION OF WORKPLACE KNOW-HOW SKILLS
EXPECTED BY EMPLOYERS IN THE LOCAL LABOR MARKET**

Briefing Guide

for Presentation to
Chamber of Commerce Education Committee

February 2, 1994

Kevin Hollenbeck
W. E. Upjohn Institute for Employment Research

for

Education for Employment Outcomes Task Force

EXHIBIT 1

Education for Employment Outcomes Task Force

Mission

The mission of the Education for Employment Outcomes Task Force is the identification, communication and implementation strategies to address the delivery of workplace know-how skills expected by employers in the local labor market.

Scope of Initiative

The scope of the Education for Employment Outcomes Task Force is limited to an assessment of labor market requirements for workplace know-how skills, as defined by the Secretary's Commission on Achieving Necessary Skills (SCANS). The competencies and foundation skills from the SCANS report are listed below.

Competencies

RESOURCES	Identify, organize, plan and allocate resources (time, money, material and facilities, and human resources)
INTERPERSONAL	Working with others (participate as a member of a team; teaching others new skills; serving clients/customers; exercising leadership; negotiating; working with diversity)
INFORMATION	Acquire and use information (acquire and use information; organize and maintain information; interpret and communicate information; use computers to process information)
SYSTEMS	Understand complete inter-relationships (understand systems; monitor and correct performance; improve/design systems)
TECHNOLOGY	Work with a variety of technology (select technology; apply technology to task; maintain and troubleshoot equipment)

Foundation

BASIC SKILLS	Reading, writing, mathematics (arithmetic computation, mathematical reasoning, listening and speaking)
THINKING SKILLS	Creative thinking, making decision, solving problems, seeing things in the mind's eye, knowing how to learn
PERSONAL QUALITIES	Individual responsibility as well as self esteem, sociability and integrity

Goals

- Goal 1 Establish a Task Force representative of constituencies (organizations, groups, individuals) who have expressed a need for the identification of basic skills required by employers.
- Goal 2 Conduct a substantive, coordinated survey of local labor market to identify non-technical skill requirements and standard expected of current workers and new entrants to the labor market.
- Goal 3 Assess activity in local training initiatives (secondary and post-secondary) which address non-technical workforce skills.
- Goal 4 Report or "market" the findings of the survey of the labor market.
- Goal 5 Identify "ways and means" to assist local training initiatives to develop, supplement or enhance existing efforts to enable individuals to acquire workforce skill competencies.
- Goal 6 Establish a mechanism for an ongoing "validation" of labor market expectations and training efforts of local initiatives.

Exhibit 1
(Cont'd)

**EDUCATION FOR EMPLOYMENT
OUTCOME TASK FORCE**

1993-1994 MEMBERSHIP

Sandy Burger
Divisional Human Resources Manager
The Upjohn Company

Irv Cumming
Assistant Superintendent, Vocational
Education
Kalamazoo Valley ISD

Robert Doud
Vice President
Bronson Institute for Health Education

George Erickcek
Senior Regional Analyst
W.E. Upjohn Institute

Dennis Hart
District Manager
Michigan Rehabilitation Services

Ted Hartridge
Vice President
Kalamazoo Plastics Company

Kevin Hollenbeck
Senior Economist
W. E. Upjohn Institute

Jack Mann
Director, Center for Business Services
Glen Oaks Community College

Floyd McKinney
Associate Dean, College of Education
Western Michigan University

Crystal Richman
Assistant Director, School of Nursing
Bronson Methodist Hospital

Tom Rueber
Case Manager/Instructor
Youth Opportunities Unlimited

Martha Schinderle
Employment Manager
Bronson Healthcare Group

Craig Schreuder
Deputy Director-JTPA
W.E. Upjohn Institute

Bernie Stankewicz
Assistant Superintendent
St. Joseph County ISD

Tom Topham
EFE Workforce Entry Coordinator
Comstock Public Schools

Craig Misner
Superintendent
Parchment School District

Kelli Sweet
Coordination of Social Studies & Career
Education
Kalamazoo Public Schools

EXHIBIT 2

Major Sectors Comprising Study

- Retail
- Services
- Health
- Non-profit Organizations
- Education
- Small Manufacturing
- Large Manufacturing
- Government/Public Sector

EXHIBIT 3

Table 1

Number of Individuals Who were Invited and Who Attended
Focus Groups, by County and by Sector

Sector	Participants/ Invitees	Percentage Participated	Kalamazoo: Participants/ Invitees	St. Joseph: Participants/ Invitees
Retail	15 / 28	53.6%	14 / 21	1 / 7
Services	26 / 39	66.7	21 / 33	5 / 6
Health	13 / 24	54.2	12 / 20	1 / 4
Nonprofits	11 / 24	45.8	10 / 21	1 / 3
Education	8 / 21	38.1	7 / 17	1 / 4
Small Mfg.	16 / 24	66.7	13 / 19	3 / 5
Large Mfg.	4 / 18	22.2	4 / 13	0 / 5
Government	10 / 14	71.4	7 / 9	3 / 5
TOTAL	103 / 192	53.6%	88 / 153 (57.5%)	15 / 39 (38.5%)

EXHIBIT 4

Table 2

Characteristics of Focus Group Participants

Characteristic	Number of Participants	Percentage of parts.
Employment size		
< 10	11	10.7%
10 - 19	8	7.8
20 - 49	16	15.5
50 - 99	18	17.5
100 - 249	22	21.4
250 - 499	15	14.6
500 +	12	11.7
Not reported (NR)	1	1.0
Position in firm		
Mgmt., exc. HRD	58	56.3%
HRD mgr. or staff	21	20.4
Supervisor	8	7.8
Other	11	10.7
NR, mult. responses	2	1.9
Respons. for hires/yr.		
0	5	4.9%
1 - 2	15	14.6
3 - 9	37	35.9
10 - 50	29	28.2
50 +	15	14.6
NR	2	1.9
Sex		
Female	49	47.6%
Male	52	50.5
NR	2	1.9
Race		
African Amer.	8	7.8%
Caucasian/White	93	90.3
Hispanic	0	0.0
Other: Asian	1	1.0
Age		
< 25	0	0.0%
25 - 34	19	18.4
35 - 44	37	35.9
45 - 54	31	30.1
55 - 64	10	9.7
65 +	3	2.9
NR	3	2

EXHIBIT 5

Skills Most Often Listed by Individuals (In Taxonomic Order)

		<u>Percent</u>
<u>Basic Skills</u>		
0101	Basic reading	51.5%
0102	Basic verbal/speaking	53.4
0103	Writing	51.5
0104	Listening	49.5
0106	Telephone	31.1
0201	Basic math (+, -, X, /, fractions, decimals)	60.2
0401	Computer literacy	29.1
<u>Personal Characteristics</u>		
1101	Honesty	40.8
1102	Responsibility	21.4
1301	Creativity	20.4
1403	Lifelong learning; willingness to learn	28.2
1501	Positive attitude	22.3
1504	Initiative; self-starter; motivation	31.1
<u>Individual Work Competencies</u>		
2101	Attendance	62.1
2102	Punctuality	38.8
2104	Appropriate attire	28.2
2201	Hard work; effort ("work ethic")	22.3
2301	Flexibility	41.7
2401	Problem solving	47.6
2402	Decisionmaking; judgement	22.3
2405	Analytical skills; logic	20.4
2501	Time management	35.9
2602	Well organized	28.2
<u>Behavior with respect to Organization</u>		
3101	Understands & embraces mission; understands "big picture"	33.0
3202	Takes and follows directions	30.1
3301	Safety awareness	27.2
<u>Interpersonal Skills</u>		
4101	Teamwork skills	46.6
4102	Works well w/co-workers	38.8
4203	Service attitude	26.2
4301	Interpersonal; sociability	23.3
4303	Respects diversity	23.3

EXHIBIT 6

Skills Comprising Focus Groups' Consensus Lists (In Taxonomic Order)

		<u>No. Groups</u>
<u>Basic Skills</u>		
0101	Basic reading	6
0102	Basic verbal	8
0103	Writing	7
0104	Listening	4
0105	Good grammar	1
0201	Basic math	6
0202	Measurement	2
0203	Metrics	1
0204	Making change	1
0206	Graphs/charts	1
0301	Business finances	1
0302	Economics	1
0401	Computer literacy	1
0502	Technical literacy	1
<u>Personal Characteristics</u>		
1101	Honesty	6
1102	Responsibility	3
1201	Self-esteem	1
1401	Trainability; ability to learn	2
1403	Willingness/interest in learning	4
1501	Positive attitude	2
1503	Enthusiasm	1
1504	Initiative	3
1507	Desire to excel; pride	1
1904	Politeness	1
<u>Individual Work Competencies</u>		
2101	Attendance	7
2102	Punctuality	2
2103	Work availability	1
2104	Appropriate attire	1
2201	Hard work; effort	3
2202	Productive	1
2204	Sense of urgency	2
2301	Flexibility	2
2401	Problem solving	6
2402	Decisionmaking	1
2404	Common sense	3
2405	Analytic skills; logic	1
2406	Sets goals	1
2501	Time management	2
2503	Resource management	1
2505	Aware of/controls costs	1
2602	Well-organized	2
2701	Accurate; consistent quality	2

EXHIBIT 6
(Con't)

		<u>No. Groups</u>
<u>Behaviors with respect to Organization</u>		
3101	Understands and embraces mission	2
3103	Takes ownership; empowered	4
3201	Respects management/supervision	1
3202	Takes direction	1
3303	Understands and follows co. policies	1
3304	Respects confidentiality	1
<u>Interpersonal Skills</u>		
4101	Teamwork skills	8
4102	Works well w/co-workers	3
4201	Customer orientation	7
4203	Service attitude	2
4301	Interpersonal; socialibility	3
4303	Respects diversity	3
4304	Relates well to others	1
4401	Leadership	1
<u>Job Search Skills/Job History</u>		
5103	Fill out application	1
5201	Steady work history	1

EXHIBIT 7

Skills That Were on At Least Two Consensus Lists and Received At Least Ten Votes

Basic Skills

- 0101 Basic reading
- 0102 Basic verbal/speaking
- 0103 Written
- 0104 Listening
- 0201 Basic math (+, -, x, /, fractions, decimals)

Personal Characteristics

- 1101 Honesty; integrity
- 1102 Responsible; reliable
- 1403 Lifelong learner; willingness to learn
- 1504 Initiative; self-starter; motivation

Individual Work Competencies

- 2101 Attendance
- 2102 Punctuality
- 2301 Flexibility
- 2401 Problem solving
- 2404 Common sense
- 2501 Time management
- 2701 Consistently accurate; quality concept

Behaviors with respect to Organization

- 3101 Understands and embraces mission; understands "big picture"
- 3103 Takes ownership; empowered

Interpersonal Skills

- 4101 Teamwork skills
- 4102 Works well with co-workers
- 4201 Customer orientation
- 4301 Interpersonal; socialability
- 4303 Respects diversity

APPENDIX

Taxonomy of Workplace Know-How Skills

Taxonomy of Workplace Know-How Skills

Basic Skills

- 01 Communication
- 02 Mathematics
- 03 Business Finance; Economics
- 04 Computer/Office Machinery
- 05 Machinery/Mechanical Ability
- 06 Other Subject Matter

Personal Characteristics

- 11 Honesty; Integrity; Responsibility
- 12 Self-esteem; Self-respect
- 13 Creativity
- 14 Trainability; Commitment to Learning
- 15 Positive Attitude
- 16 Independence
- 19 Other

Individual Work Competencies

- 21 Attendance and Punctuality; Appearance
- 22 Effort; Productivity
- 23 Flexibility
- 24 Problem Solving; Decisionmaking
- 25 Efficiency
- 26 Organization; Neatness
- 27 Quality Orientation

Behaviors with respect to Organization

- 31 Understands/supports mission
- 32 Relationship to supervisor
- 33 Abides by Regulations & Policies

Interpersonal Skills

- 41 Teamwork
- 42 Customer/Marketing
- 43 Interpersonal
- 44 Leadership

Job Search Skills/Job History

- 51 Interviewing/Application Skills
- 52 Job History

Basic Skills

01 Communication

- 0101 Basic reading
- 0102 Basic verbal/speaking
- 0103 Writing
- 0104 Listening
- 0105 Good grammar usage (avoidance of slang; foul language)
- 0106 Telephone skills/etiquette
- 0107 Accuracy in documentation
- 0108 Spelling
- 0109 Other, n.e.c. (penmanship, tell time, time cards)

02 Mathematics

- 0201 Basic math (+, -, x, /, fractions, decimals)
- 0202 Measurement
- 0203 Metrics
- 0204 Making change
- 0205 Use calculators
- 0206 Graphs/charts
- 0209 Other, n.e.c.

03 Business Finance; Economics

- 0301 Business finances (p&l; cost acctg.)
- 0302 Economics
- 0303 Work with budgets (personal or business)
- 0304 Purchasing experience
- 0305 Business law

04 Computer Literacy/Office Machinery

- 0401 Computer literacy
- 0402 Keyboarding
- 0403 Software
- 0404 Hardware
- 0405 Office machines
- 0406 Cash registers (POS systems)
- 0407 Office skills (filing, typing, message taking)
- 0409 Other, n.e.c.

Basic Skills
(Cont'd)

05 Machinery/Mechanical Ability

- 0501 Mechanical ability
- 0502 Technical literacy
- 0503 Using tools/machinery appropriately
- 0504 Statistical process control (SPC)
- 0509 Other, n.e.c. (inc. blueprint reading)

06 Other Subject Matter/Technical Knowledge

- 0601 Good grades
- 0602 Geography
- 0603 Scientific principles
- 0604 Artistic/display ability
- 0605 Research skills; information retrieval; look for information
- 0609 Other, n.e.c. (inc. specific educational credentials)

Personal Characteristics

11 Honesty; Integrity; Responsibility

- 1101 Honesty; integrity
- 1102 Responsible; reliable
- 1103 Can work without supervision
- 1104 Trustworthy
- 1105 Admit mistakes; don't hide them; accountability
- 1106 Fair

12 Self-esteem; self-respect

- 1201 Self-esteem; self-respect
- 1202 Self-control
- 1203 Self-confidence

13 Creativity

- 1301 Creativity
- 1302 Intuition

14 Trainability; Commitment to Learning

- 1401 Trainability; knowing how to learn
- 1402 Career development
- 1403 Lifelong learner; willingness to learn; interested in learning
- 1404 Able to transfer learning
- 1405 Interesting in/participates in cross-training
- 1406 Learn from mistakes; self-assessment

15 Positive Attitude

- 1501 Positive Attitude
- 1502 Doesn't make unnecessary complaints
- 1503 Enthusiasm; energy; hustle
- 1504 Initiative; self-starter; motivation
- 1505 Sense of humor
- 1506 Ambitious
- 1507 Desire to excel; pride
- 1508 Assertive

Personal Characteristics
(Cont'd)

16 Independence

- 1601 Independent
- 1602 Self-reliant; self-sufficient

19 Other

- 1901 Patience
- 1902 Maintains health; physical strength to perform
- 1903 Memory
- 1904 Polite; well-mannered
- 1905 Adult behavior; no horseplay
- 1906 Personal life — free of problems
- 1907 Desire to help others; giving
- 1908 Risk taking
- 1909 Other (inc. courage, optimism)

Individual Work Competencies

21 Attendance and Punctuality; Appearance

- 2101 Attendance
- 2102 Punctuality
- 2103 Work required hours; availability
- 2104 Appropriate attire
- 2105 Personal hygiene/cleanliness
- 2106 Drug free
- 2109 Other, n.e.c. (transportation, driver's license)

22 Effort; Productivity

- 2201 Hard work; effort
- 2202 Productive
- 2203 On task; keep personal business out of workplace
- 2204 Appreciation of necessity of hard work; sense of urgency; see job as opportunity
- 2205 Stick-to-itiveness; persistence

23 Flexibility

- 2301 Flexibility
- 2302 Able to handle multiple tasks
- 2303 Stress management
- 2304 Open to change

24 Problem Solving; Decisionmaking

- 2401 Problem solving
- 2402 Decision making; judgement
- 2403 Set priorities; making lists
- 2404 Common sense
- 2405 Analytical skills; logic
- 2406 Sets goals/objectives for self; goal-oriented
- 2407 Asks questions appropriately
- 2408 Troubleshooting; diagnosing
- 2409 Planful; plans ahead

Individual Work Competencies
(Cont'd)

25 Efficiency

- 2501 Time management
- 2502 Time lines
- 2503 Don't waste resources
- 2504 Energy efficient
- 2505 Aware of and controls costs

26 Organization; Neatness

- 2601 Keeps work station neat; clean
- 2602 Well-organized
- 2603 Attention to detail; observant

27 Quality Orientation

- 2701 Accurate; consistent quality
- 2702 Thorough; follows-up
- 2703 Accepts quality concept; has goal of 100%

Behaviors with respect to Organization

31 Understands/Supports Mission

- 3101 Understands and embraces organization's mission; understands "big picture"
- 3102 Identifies/supports goals; loyalty
- 3103 Takes ownership; empowered
- 3104 Finds work to do, when necessary
- 3105 Product knowledge; terminology; job knowledge
- 3106 Industry knowledge; terminology
- 3107 Makes suggestions; looks for improvement

32 Relationship to Supervisor

- 3201 Respects supervision/management; understands chain of command
- 3202 Takes and follows directions
- 3203 Takes constructive criticism

33 Abides by Rules/Regulations

- 3301 Safety awareness
- 3302 Awareness/support of regulations affecting organization
- 3303 Understands and follows company policies and procedures
- 3304 Respects confidentiality

Interpersonal Skills

41 Teamwork

- 4101 Teamwork skills
- 4102 Works well with co-workers
- 4103 Helps co-workers; willing to train/teach

42 Customer/Marketing

- 4201 Customer orientation
- 4202 Able to empathize with customer; tolerance
- 4203 Understands importance of customer; service attitude
- 4204 Marketing skills
- 4205 Sales

43 Interpersonal Skills

- 4301 Interpersonal; socialability
- 4302 Conflict resolution
- 4303 Respects diversity
- 4304 Relates well to others; supportive
- 4305 Negotiating skills
- 4306 Friendliness
- 4307 Tact; diplomacy

44 Leadership

- 4401 Leadership skills; how to lead and how to follow
- 4402 Motivator
- 4403 Management capability

Job Search Skills/Job History

51 Interviewing/Application Skills

- 5101 Shows interest in working
- 5102 Interviewing skills
- 5103 Fill out application completely and accurately

52 Job History

- 5201 Steady work history; want to hold job for a long time
- 5202 Relevant job experience (inc. cash handling experience)